

THE IMPACT OF PROACTIVE-PERSONALITY ON INNOVATIVE WORK BEHAVIOR AND WORK ENGAGEMENT IN THE UAE AVIATION INDUSTRY.

Sultan AlShamsi^a *, Prof. Dr. Kamarul Zaman Bin Ahmad^b.

^aDubai Business School, University of Dubai, United Arab Emirates, s0000000079@ud.ac.ae

^bDubai Business School, University of Dubai, Dubai, United Arab Emirates, kbinahmad@ud.ac.ae

*Corresponding author.

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ABSTRACT

The objective of this research is to examine the relationship between Proactive Personality, innovative work behavior, and work engagement. The sample consists of 220 respondent managers in the Aviation Industry in the UAE. Results of Structural Equation Modelling using SmartPLS revealed that there are significant relationships between Proactive Personality and innovative work behavior, and between Innovative Work Behavior and Work Engagement.

Keywords: Work Engagement, Innovative work behavior, Proactive Personality, Management, and Organizational Behavior

1. INTRODUCTION

The Aviation industry worldwide has recently faced many challenges especially in the area of safety. It would appear that the industry requires people who are proactive and who can anticipate problems even before they occur. This paper explores whether Proactive Personality (PP) is related to innovative work behavior. Also, it investigates whether the ability to engage in Innovative Work Behavior (IWB) can lead to Work Engagement (WE).

The United Arab Emirates (UAE) plays a major role in the Aviation industry in the middle east; in the year 2011, reports show that the aviation sector contributes AED 61.3 billion (6.2%) to the UAE GDP where the aviation sector supports directly 224,000 jobs in the UAE. Also, there are further 209,000 people employed in tourism through the catalytic effects of aviation. (Economic Benefits from Air Transport in the UAE, 2011). Regarding details of the aviation sector in cities, the overall total economic impact of the aviation sector on the Dubai economy in 2013 is US\$26.7 billion, comprising a 'core' impact of US\$16.5 billion and 'tourism' benefits of US\$10.2 billion. This is equivalent to 26.7% of Dubai's total GDP and was sufficient to support some 416,500 jobs or 21% of Dubai's total employment which could be rise from 26.7% of Dubai's GDP in 2013 to 37.5% in 2020 (Quantifying the Economic Impact of Aviation in Dubai November 2014). For this reason, we chose the Aviation Industry in Dubai as the main industry in our research.

2. LITERATURE REVIEW

Proactive Personality (PP) is the ability to analyze the current environment situation and knowing how to change the environment so that the individuals can benefit from that positive change. PP may exist where changes in organizations occur due to a challenge or limitation, and the individuals are required to work with each other to overcome that

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challenge (Bateman & Crant, 1993). Moreover, PP positively changes the perception of the surrounding environments positively, regardless of conditional limitations (Parker, Bindl, & Strauss, 2010). According to the literature, PP has a tendency to be involved in the precise way of thinking and behaviors such as career creativity and innovation (Seibert, Kraimer, & Crant, 2001). Thus, it can be argued that PP will lead to IWB and the hypothesis is,

H1: PP is positively related to IWB.

Innovative Work Behavior (IWB) been defined as the planned formation, introduction and implementation of new ideas within an employee role, internally in groups or the whole organization, to improve employee role performance, the group or the organization (Janssen, 2000).

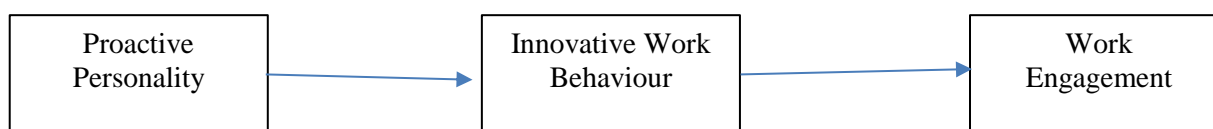
WE exist where the individuals immerse themselves with the organization through their work roles, to achieve or deliver a specified product or service (Galvin and Lange, 2015). Two type of actions lead to Work Engagement (WE); the first action where the individual identifies an improvement opportunity and the second action specifies the action where the employee will be proactive, such as innovation, socialization, and career management or success (Crant, 2000). Thus, it could be argued that IWB will Lead to WE. Accordingly, the hypothesis is,

H2: IWB is positively related to WE

This research aims to advance the understanding of the relationship between PP, IWB and WE. The research justification that the previous studies rarely highlight the mentioned variables where IWB been studied with PP individually. Moreover; WE been studied with IWB and the researchers did not find any study that included WE, IWB, and PP in a single study. The key research questions in this study are: Does Proactive-Personality affect Innovative Work Behavior Effects? Does Innovative Work Behavior impact Work Engagement?

The Theoretical Framework

The theoretical framework shows the relationship intended to study in this paper and if the variables are having a positive relationship between them.



3.METHODOLOGY

a. Sample and procedures

The survey has been distributed between different type of organizations where the top management and middle management were targeted. The Questionnaires were distributed to 300 managers 220 responded giving a response rate of 73%.

b. Measures

To examine the relationship mentioned in the hypotheses, the authors used the following measures to examine

- ▶ Utrecht Work Engagement Scale (UWES): shortened (UWES-9) Schaufeli, W. B., Salanova, M., Gonzalez-Romá, V., & Bakker, A. B. (2002).
- ▶ Innovative Work Behavior: Scott, S. G., & Bruce, R. A. (1994).
- ▶ Proactive Personality: Shortened version of Bateman and Crant's (1993).

c. The Structural Model

The authors used SmartPLS to examine the collected data. The hypotheses tested through SmartPLS to find out the convergent and discriminant validity of measures used in this study.

4.FINDINGS

Figure 1 shows 64% of the respondent (220 managers) were from the private sector in the aviation industry, and the rest were from the government sector.

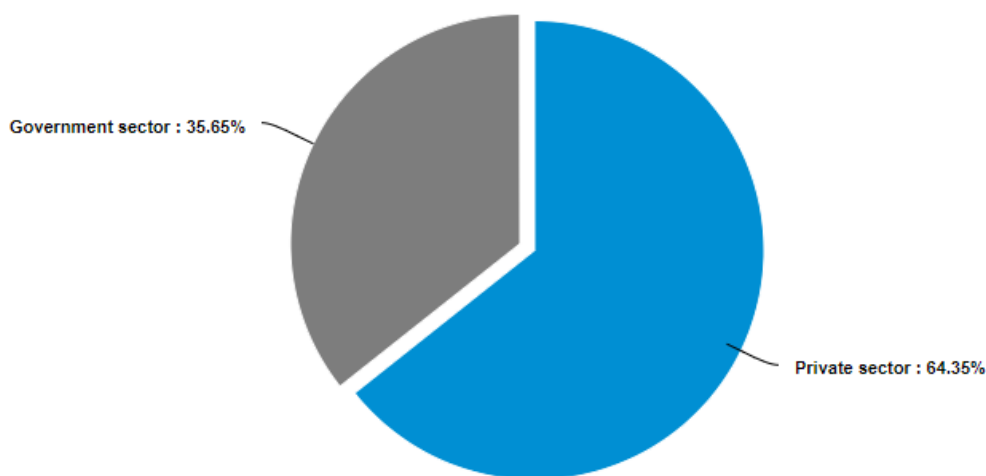


Figure 1

Referring to Figure 2, The General Aviation Organizations were the highest respondent between the other organizations where they represent 31% from the other organization and the major airlines in UAE represented 27% of the participant in this paper.

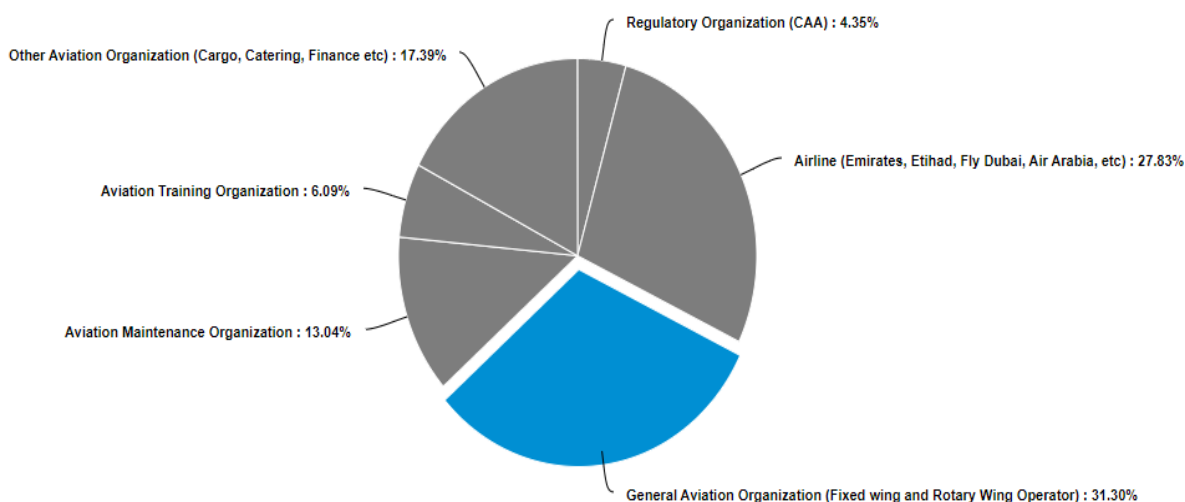


Figure 2

The researchers analyzed the data through SmartPLS, and as reported in Table 1, the convergent validity report shows that all variables are more than 0.7 which is the cut-off based on Hair et al. (2010); where the IWB where the highest CR 0.91. Furthermore, through the convergent validity report in Table 1, the AVE of IWB and WE were 0.578 and 0.522 respectively. However, looking into the PP, the AVE is 0.493 which close to 0.5. About Cronbach's Alpha, all variables reported more than 0.7 where the IWB reported as highest 0.895.

Table 1

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
IWB	0.895	0.900	0.916	0.578
WE	0.870	0.883	0.897	0.522
PP	0.742	0.756	0.828	0.493

In Table 2, the author reports the path coefficient of the variables. The P values of the relation between IWB and WE show a significant relationship as P values is less than 0.01. Looking into the relationship between PP and IWB the P Values result was less than 0.01 which means the relationship is significant. Furthermore, reporting the determination of coefficient R², IWB and PP result was 0.295 and 0.453 which is higher than 0.1 which required by Falk and Miler (1992) as an acceptable level of R². Moreover, looking into the result of effect size (f²), WE and IWB reported 0.419 and IWB and PP 0.829 which means both of them having large effects since both F² are above 0.35 based on Cohen & Cohen (1983).

Table 2

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
IWB -> PP	0.673	0.683	0.051	13.149	0.000
WE -> IWB	0.543	0.561	0.061	8.923	0.000

5.CONCLUSIONS

The results of the statistical analyses supported both hypotheses H1 and H2 where the P values are significant. The results suggest that if the Aviation industry employs people whose personalities are proactive, they will have workers who exhibit innovative work behaviors, and this can, in turn, lead to work engagement. Apart from work engagement, it can be argued that having proactive personalities among employees can be beneficial where dangers need to be foreseen and anticipated. Although this is not proven in this study, this is a suggestion for future research.

One limitation of the study is that the sample came from only the Aviation industry in the UAE. Future research can be done in other industries and different countries to find out the generalizability of the model.

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